

Request For Proposals Professional Services

Eastside Human Services Forum's Eastside Social Sustainability Partnership

Business and Strategic Planning

I. Project Summary:

A. Introduction and Background

The Eastside Social Sustainability Partnership is a working committee of the Eastside Human Services Forum. One of the long standing work plan items for the ESHF is to work toward long term, sustainable funding for human services in East King County. To that end, this committee is a collaboration of East King County jurisdictions that include Kirkland, Redmond, Bellevue, Sammamish, Issaquah, Mercer Island, and representatives from King County. The goal of this group is to identify and implement strategies to increase funding support for human services on the Eastside so that our residents will have predictable access to the services they need and the social sustainability of our community will be strengthened.

Currently, the Eastside Social Sustainability Partnership is interested in hiring a consultant and/or consultant team to work with the staff planning group on the business/entrepreneurial aspects of the partnership. The final product will include a report identifying one or more key revenue strategies and a plan for successful implementation.

See attached concept paper for a complete description of previous work, and the philosophy and goals of the partnership.

B. Current Partners:

Partners currently invested are the Eastside Human Services Forum, the cities of Kirkland, Redmond, Bellevue, Issaquah, Mercer Island and King County.

II. Preliminary Scope of Service and Expected Deliverables

The Consultant team will be charged with completion of several project components, including research and analysis, engaging stakeholders, and business planning. Following is a proposed scope of service with expected deliverables:

Phase 1: Research existing examples and/or best practices of entrepreneurial activity in government. Build on existing work from ES2P, updating or re-developing an evaluation tool to measure the feasibility of various project ideas.

Deliverables: Evaluation tool utilizing specific criteria, and a concise analysis and rationale for projects recommended for further consideration.

Suggested Timeline: Jan-Feb, 2011

Phase 2: Convene stakeholders to identify additional barriers and concerns related to projects still under consideration in order to further refine ideas. Identify initial key strategies most likely to succeed.

Deliverable: Report on progress and recommendations.

Suggested Timeline: March, 2011

Phase 3: Develop business and implementation plans for recommended strategies, including, but not limited to research, marketing, cost/revenue analysis, startup costs, management, and operations.

Deliverable: Final report including business plan(s) for recommended project(s)

Suggested Timeline: April-June, 2011

III. RFP Timeline:

Request for Proposals Released: November 30, 2010

Submissions due: December 22, 2010 by 4:00 p.m.

Selection by January 5 2010.

Contract signed: January 2011

IV. Project Budget: \$40,000.00

V. Submission Requirements:

Submittals must contain the following information:

1. Letter of intent: Please submit a one page letter of intent containing a commitment to provide services and deliverables described herein, a synopsis of the prime firm and any sub-consultants, the project manager and primary contact, and signed by the project principal representing the contractual authority of the firm.
2. Statement of Experience: The consultant is required to provide evidence of experience in working with business and government, and knowledge of community sustainability practices.
3. Qualifications: Please submit resumes for project team individuals, and provide a description of their experience as it relates to this project.

4. Project Approach: Provide a proposed work plan that describes your overall approach to the project as well as detailing action steps that will ensure deliverables.

5. References: Please provide a list of at least three references of past clients with similar projects. Please include names, addresses, phone numbers, and email addresses.

VI. Selection Criteria (100 points possible):

- 20% Project approach and understanding of project scope.
- 20% Demonstrated excellence and understanding of research, analysis, sustainability and business planning.
- 20% Experience working with government agencies, ability to engage key stakeholders.
- 15% Demonstrated ability to meet project schedules and budgets.
- 15% Management, Team organization, and experience of key team members.
- 10% Other factors as determined by selection panel (i.e. knowledge of community and local issues, quality of presentation, responsiveness, etc.)

VII. Submittals Due

The proposal is due December 22nd, by 4:00 p.m. Please submit four copies of your RFP to:

Colleen Kelly
City of Redmond
15670 NE 85th Street
Redmond, WA 98073

Questions may be directed to: Colleen Kelly at ckelly@redmond.gov or 425.556.2423.

EASTSIDE SOCIAL SUSTAINABILITY PARTNERSHIP

CONCEPT PAPER

A working committee of the Eastside Human Services Forum: Creating a new funding model for Eastside Human Services

The Eastside Social Sustainability Partnership is a working committee of the Eastside Human Services Forum. One of the long standing work plan items for the ESHF is to work toward long term, sustainable funding for human services in East King County. To that end, this committee is a collaboration of East King County jurisdictions that include Kirkland, Redmond, Bellevue, Sammamish, Issaquah, Mercer Island, and representatives from King County. The goal of this group is to identify and implement strategies to increase funding support for human services on the Eastside so that our residents will have predictable access to the services they need.

SECTION 1: BACKGROUND/PROBLEM STATEMENT

In 2007, the King County Office of Management and Budget conducted a detailed econometric analysis which identified a county wide gap of \$83 million **per year** for regional human services. While the Veterans and Human Services Levy and the Mental Illness and Drug Dependency sales tax subsequently generated some funding to address this gap, the County has since eliminated 85% of its general fund support for regional human services. In addition drastic cuts have been taken at the state level, and cities are struggling to maintain flat funding support at the local level.

So here is what we know. We know that the gap is continuing to widen even as the demand for services has increased with the onset of the recession. We know our communities value having access to critical human services. We know that investments made in addressing needs early prevent far greater expenditures later when law enforcement and emergency health care become necessary. We know that the solution will not be found by focusing only on new public funding (tax) options. We know that human service needs are not limited by political boundaries and that Eastside cities have a history of working effectively together.

The time has come to seek a new approach to sustaining the infrastructure of human services in East King County. There is strength in working together across jurisdictions to leverage resources. We propose collaborating to create a successful, sustainable funding model for human services in East King County.

Sustainability is a challenge facing organizations of every type. Government, not-for-profit, and for-profit organizations alike have begun thinking, discussing, and acting on addressing this broad issue. Typical thinking about sustainability usually addresses the single dimension of environmental sustainability, a healthy community must concern itself with all three dimensions of sustainability; environmental, economic, and social. These aspects of sustainability are connected and interdependent elements of a community that will successfully “meet the needs of the present without compromising

the ability of future generations to meet their own needs.” Well constructed initiatives can and should address more than one dimension.

For a community to function and be sustainable, the basic needs of its residents must be met. A socially sustainable community must have the ability to maintain and build its own resources and have the resiliency to prevent and/or address problems in the future.

The human service needs of East King County continue to increase, while at the same time our jurisdictions are experiencing severe budget difficulties that limit the ability to provide increased funding to help meet these needs. In addition, volatility of funding (both public and private) creates uncertainty and instability across the network of human service provider agencies. This is not a sustainable model.

The current funding model in the human services arena is as follows:

- 1) Demonstrate need for a specific service
- 2) Agency requests funding to meet needs
- 3) Agency receives partial funding to address some of the need
- 4) Agency spends money, provides services, satisfies some needs
- 5) Repeat (with larger or smaller dollar amounts depending on the economic realities of the year).

This is a model that can be critically important to individuals and families in need who are successful at accessing services when they need them. ***However, this is not a sustainable model for our communities.*** Under this model, agencies cannot rely on any particular level of funding, and residents cannot rely on services being available when they need them.

B. VISION—ADDRESSING THE PROBLEM

Create a sub regional, East King County, multi-jurisdictional government collaboration to leverage resources to contribute to a socially sustainable community: A community that meets the needs of the present without compromising the ability of future generations to meet their own needs. This means that all people in East King County will have the opportunity to survive and thrive, accessing assistance when needed, while working toward self-sufficiency for the future. It also means that the funding model to support this infrastructure is stable, sustainable, diverse and not totally dependent on government funding.

C. MISSION

It is the intent of this collaborative to explore, test, and implement means by which to create a scalable, sustainable funding model, allowing each partner city to more fully address social need in their communities while minimizing the impact on city budgets.

Objectives:

- Create a sub-regional (East King County) human services funding model that is stable and sustainable.
- Create a joint governance structure/collaboration to administer funds and potentially develop sub-regional policy direction for human service investment, leveraging resources and developing capacity to create a socially sustainable East King County
- Create/identify environmentally sustainable city practices or other ventures that create expenditure savings and/or generate new revenue to be directed in support of social sustainability efforts in our jurisdictions.
- Use leveraged capacity to secure external resources unlikely to be available to a single jurisdiction, or non-profit agencies.
- Create a sub-regional model that can be replicated across other jurisdictions.

SECTION 2: ORGANIZATIONAL STRATEGY

The key to making this concept viable is the ability to leverage multi-jurisdiction East King County resources and capacity, and create a business model that raises new revenue not solely dependent upon taxes. This new revenue will be realized from cost saving efficiencies and entrepreneurial strategies. Ideally, all or a portion of this revenue will be directed, **by policy**, to support social sustainability through human service investments. This new revenue will be leveraged to support local nonprofits in East King County.

This strategy calls for the creation of a collaboration we are calling the Eastside Social Sustainability Partnership (ES2P). This new collaboration would be a partnership of all East King County jurisdictions that choose to participate. There are a number of ways such a collaboration could be structured: 501 © 3; a Limited Liability Corporation (LLC); by interlocal operating agreement such as ARCH; being encompassed in an existing organization (i.e. EHSF, ARCH, Seattle Foundation) and others. Key elements would include a membership model with a Governing Board made up of representatives from each participating city and the ability of cities to retain local control of local dollars.

The role of the ES2P would be threefold. 1) Secure and generate funding through a variety of strategies, but not in such a way as to compete with local non-profit agencies. 2) Utilize available data regarding specific needs in East King County and develop strategic approaches to meeting those needs in ways that develop/enhance social sustainability. 3) Work with member jurisdictions to recommend and distribute funds to Eastside human service agencies.

KEY STRATEGIES

STRATEGY 1

Continue City Funding Commitments- Currently many Eastside cities budget funding for human services. It is critical that this commitment be maintained even as we seek to

increase the total funding available through other efforts. Most Eastside cities already participate in a “pooled” contracting model that consolidates funding for multiple contracts into joint contracts administered by a lead city, currently the City of Bellevue. In 2010 there are 8 cities in North and East King County participating in 13 joint contracts funding 24 human services programs. ES2P could continue and potentially expand those efforts.

STRATEGY 2

Pursue Grants- There are opportunities for Eastside jurisdictions to collaborate and be eligible for more state and federal grant opportunities as a joint venture, increasing the competitive advantage through a regional partnership.

STRATEGY 3

Solicit Donations – There may be additional opportunities that jurisdictions, and a partnership of jurisdictions could create, that would be very difficult without leveraging resources. Some examples include micro-giving, mobile-giving, etc.

STRATEGY 4

Seek efficiencies and create entrepreneurial opportunities within our local governments. There is an emerging social enterprise movement that focuses on new ways to apply entrepreneurial strategies to save dollars, and/or generate new dollars for specific priorities and activities. Both of these efforts stand to gain by leveraging the efforts of a collaboration of jurisdictions working toward the same end.

A key element of this strategy is for jurisdictions to recognize the connection between environmental sustainability and social sustainability under the broader umbrella of creating an overall sustainable city. That recognition creates the basis for a policy that would direct some or all of the savings or revenue generated from environmentally sustainable practices to ES2P in support of enhancing social sustainability across East King County. This funding model works toward realizing a “triple bottom line” namely saving/generating revenue while also benefitting people and the planet.